

[5/30/78-Not Submitted] [CF, O/A 548]

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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

30 May 1978

TO: PHIL/FRAN
FROM: RICK HUTCHESON 
SUBJECT: Attached schedule request
from Scotty Campbell

I've called CSC to inform them that a meeting this week is not possible. Please follow up with them re the possibility of a meeting after Gardner returns from China. Thanks.

cc: Les Frances

THE WHITE HOUSE

WASHINGTON

Date: May 27, 1978

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Phil Wise

FOR INFORMATION:

Anne Wexler
Fran Voorde

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Alan Campbell memo re Endorsement of
Civil Service Reforms

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 9:00 AM

DAY: Tuesday

DATE: May 30

ACTION REQUESTED:

☒ Your comments
Other:

STAFF RESPONSE:

☐ I concur. ☐ No comment.
Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

	FOR STAFFING
	FOR INFORMATION
	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
X	IMMEDIATE TURNAROUND
	NO DEADLINE
	LAST DAY FOR ACTION -

ACTION
FYI

	ADMIN CONFID
	CONFIDENTIAL
	SECRET
	EYES ONLY

	VICE PRESIDENT
X	EIZENSTAT
	JORDAN
	KRAFT
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
X	WEXLER
	BRZEZINSKI
	MCINTYRE
	SCHULTZE

	ADAMS
	ANDRUS
	BELL
	BERGLAND
	BLUMENTHAL
	BROWN
	CALIFANO
	HARRIS
	KREPS
	MARSHALL
	SCHLESINGER
	STRAUSS
	VANCE

	ARAGON
	BOURNE
	BUTLER
	H. CARTER
	CLOUGH
	COSTANZA
	CRUIKSHANK
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HUTCHESON
	JAGODA
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	PRESS
	RAFSHOON
	SCHNEIDERS
X	VOORDE
	WARREN
X	WISE




CHAIRMAN

UNITED STATES CIVIL SERVICE COMMISSION

WASHINGTON, D. C. 20415

May 25, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: Alan K. Campbell 

SUBJECT: Endorsement of Civil Service Reforms

Through the efforts of John Gardner and others, your civil service reforms will soon receive endorsements from two groups. John Gardner circulated a letter of endorsement to a number of former Cabinet members; attached is a copy of that letter and a list of the people who have agreed to sign it.

The National Academy of Public Administration has also solicited and received a joint endorsement from four former Civil Service Commissioners: Arthur S. Flemming, Roger W. Jones, John W. Macy, Jr., and James M. Mitchell. A copy of that letter is also attached.

I think it would be useful if you could meet briefly with representatives of these two groups to thank them for their help. It is important that John Gardner be there and because of his travel schedule, which includes departure for China on June 2, the only possible time that he can make it is Thursday, June 1. If it would be possible for you to fit a 15-minute meeting with them on your calendar on that day, I believe it would attract the appropriate public attention to these endorsements.

Attachments

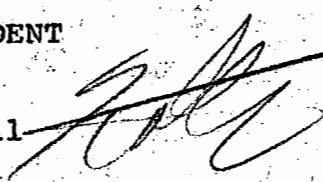


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Attachments

PROPOSED LETTER FROM FORMER CABINET MEMBERS TO SENATOR RIBICOFF & CONGRESSMAN NIX

Dear _____:

As former Cabinet members we have maintained a deep interest in improving the civil service system. We join together in support of the President's proposed Civil Service Reform Act and Reorganization Plan.

The reform program provides for broader delegation of authority for personnel decisions to heads of departments and agencies in the executive branch. The consequence would be to decentralize personnel decision-making in the Federal government, making it more certain that decisions will be made on a timely basis and be based on program need.

The proposals seek to strike that balance necessary in a public personnel system, a balance which simultaneously provides managers with the tools to manage while providing for appropriate employee protections. The division of the Civil Service Commission into the Office of Personnel Management and the Merit Systems Protection Board gives the Federal government the necessary institutional framework for attaining this balance while the legislation incorporates those powers necessary to the operation of these institutions.

The President proposes to create a Senior Executive Service, which will make it much easier to effectively utilize and reward those top level career people who are the backbone of the public service.

The Civil Service Reform Bill also proposes an incentive pay system for supervisors and managers at the GS-13 through 15 levels. Tying financial rewards to standards of organizational and individual performance provides a critically needed tool to make government work well.

While we might differ as to detail on the President's proposals, we agree unanimously on the need for comprehensive civil service reform and on the sound objectives which shaped the proposed legislation.

Proposed letter from Former Cabinet Members to
Senator Ribicoff and Congressman Nix

2.

Given the urgency of improving governmental efficiency and effectiveness,
we urge your Committee to act promptly. Your actions can go a long way in
restoring public confidence in the Federal government.

Sincerely,

Former Cabinet Members Who Have Agreed to Sign Endorsement
Letter

Alan Boyd

Clark M. Clifford

Wilbur Cohen

Arthur S. Flemming

Henry H. Fowler

Orville L. Freeman

John Gardner

Elliot L. Richardson

George Shultz

Alexander B. Trowbridge

Stuart Udall

Robert C. Weaver

1629 K Street, N.W., Suite 800
Washington, D.C. 20006

May 19, 1978

Honorable Abraham A. Ribicoff
Chairman
Senate Committee on
Government Affairs
Washington, D.C.

Honorable Robert N. C. Nix
Chairman
House Post Office and
Civil Service Committee
Washington, D.C.

Dear Mr. Chairmen:

From our experience as former Commissioners and Chairmen of the U. S. Civil Service Commission we write this letter to you to express our support for the principal objectives of the President's civil service reform proposals and the policy changes advanced to achieve those objectives. While we differ with respect to certain elements in the total plan, we are in unanimous agreement that reform is essential and that the principles underlying these reform proposals are sound.

The central purposes of reform must be to design policies and organization which will create an environment in which the public service can function most effectively in the public interest. The American people should expect from the men and women who serve them efficient, dedicated and responsive performance of the Federal programs enacted by the Congress. Those men and women should expect to work in an equitable and fair personnel system administered by well prepared and objective managers selected on the basis of their ability to perform. The President and his executive branch managers should exercise their personnel responsibilities within that system and in furtherance of national programs.

To fulfill these purposes the personnel management functions need to be immediately available to the President and those executives responsible for the execution of Federal programs. The proposed reform would place that function in such an improved position in creating the Office of Personnel Management with status in effect equivalent to that of the Office of Management and Budget with the head of the office reporting directly to the President. Our collective preference, however, would be the location of the office in the Executive Office of the President itself. The reform actions would go a long way in properly assigning the operating and non-policy making personnel activities to responsible department and agency heads for execution under policies and standards formulated by the new office. Relieved of many operational activities this single-headed office with its professional staff can devote full time and attention to the manpower needs of the executive branch, the planning and research necessary to

the continued improvement of policy and practice and the critical evaluation of the degree to which personnel performance meets program needs.

To balance this high level policy organization would be a separate, independent agency performing the enforcement function to assure the President, the Congress and the public that the principles of merit and equal opportunity are observed in practice.

But organization is only the framework for action. Action itself can only be accomplished by personnel performing under the leadership of the President and his appointees. Emphasis upon the building of managerial strength, consistent with merit principles, is a central feature in the reform proposals. The creation of a senior executive service which is intended to select and motivate, develop and compensate top managers and professionals would aid in the exercise of that leadership. These officials, at the very pinnacle of the career service, must receive this additional attention and recognition if they are to accept the serious accountability inherent in service at that level.

We believe that the provision in the pending proposal which would establish five associate directors of the new Office of Personnel Management in the excepted service is inconsistent with the objective of building a strong senior executive service. We suggest that the legislation not specifically exclude these positions from the competitive service but they be filled in accordance with the provisions of the senior executive service.

In our judgment, the Federal personnel system has become over time excessively regulatory with the resultant constraints on managerial discretion. While emphasizing the importance of managerial qualifications the reform proposals would grant those managers greater discretion in evaluating the performance of their subordinates and in administering rewards and penalties to them. These managers must be permitted, in fact must be encouraged, to employ the judgments they have developed through a career in public service.

The time has come to alter our pattern of veterans' preference. The special advantage for veterans as originally designed in 1944 is no longer justifiable public policy. The reform proposals are a minimum desirable move in the right direction. They lead in the direction of more equitable treatment of all Americans in competition for public employment.

There are other provisions for change offered in this program. Many of the proposals had their roots in times when we exercised responsibility. Their time has come. For too long has caution prevailed in advancing and considering controversial changes.

In light of the people's doubts about the capability of government institutions today, the acknowledged need for improved effectiveness and responsiveness in

public service and the absolute necessity for assuring that public employment is open to all citizens, it is no exaggeration to state that the American people expect meaningful change. These proposals constitute action in that direction.

Each of us stands ready to assist you in any way possible in the consideration and evaluation of these proposals and to assist in the raising of public confidence in a public service based upon merit principles.

Respectfully submitted,

Sincerely yours,

Arthur S. Flemming

Roger W. Jones

John W. Macy, Jr.

James M. Mitchell

THE WHITE HOUSE

WASHINGTON

Date: May 27, 1978

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STAFF RESPONSE:

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☐ No comment.

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